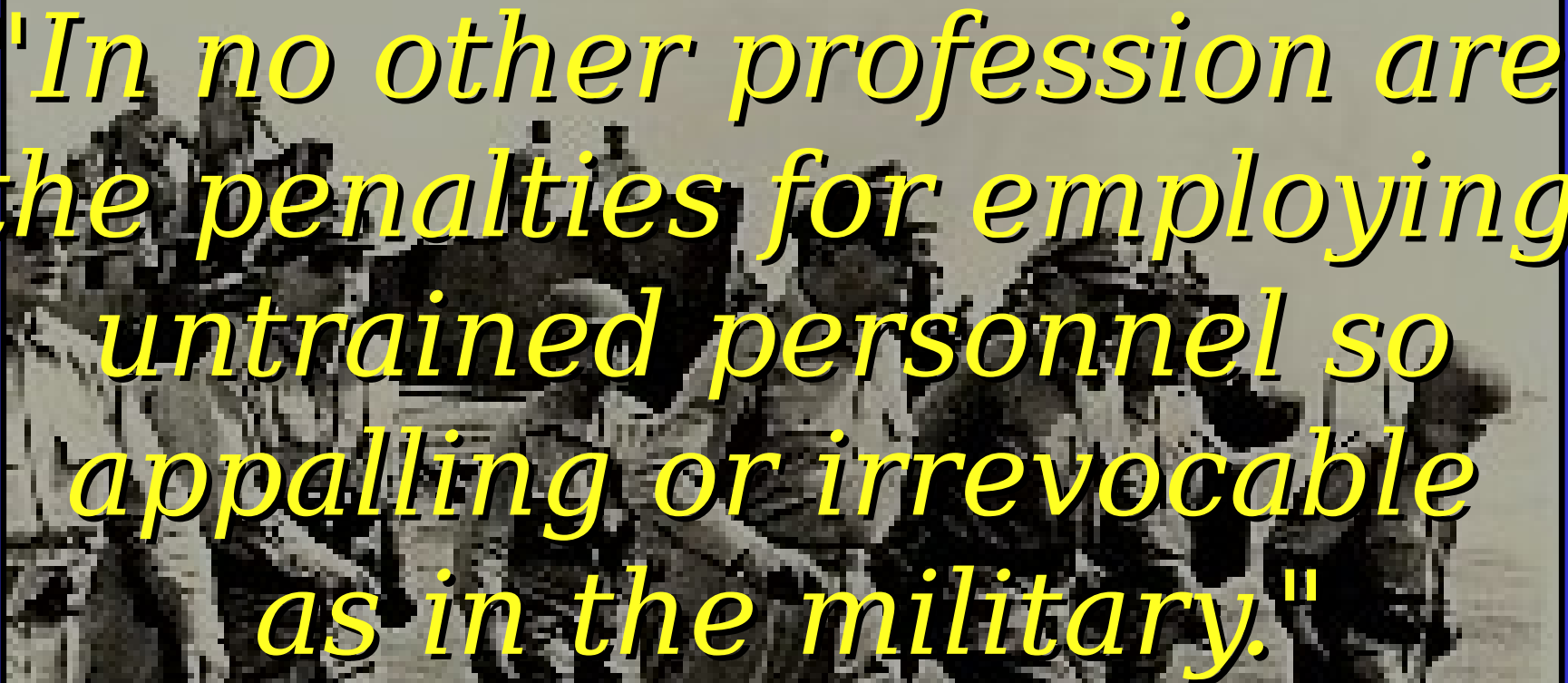


THE MARINE CORPS T&R PROGRAM AND THE MANAGEMENT OF TRAINING



**Major Peter J. Shelby
TME/GTB/TECOM**

A black and white photograph of soldiers in a trench, with the quote overlaid in yellow text.

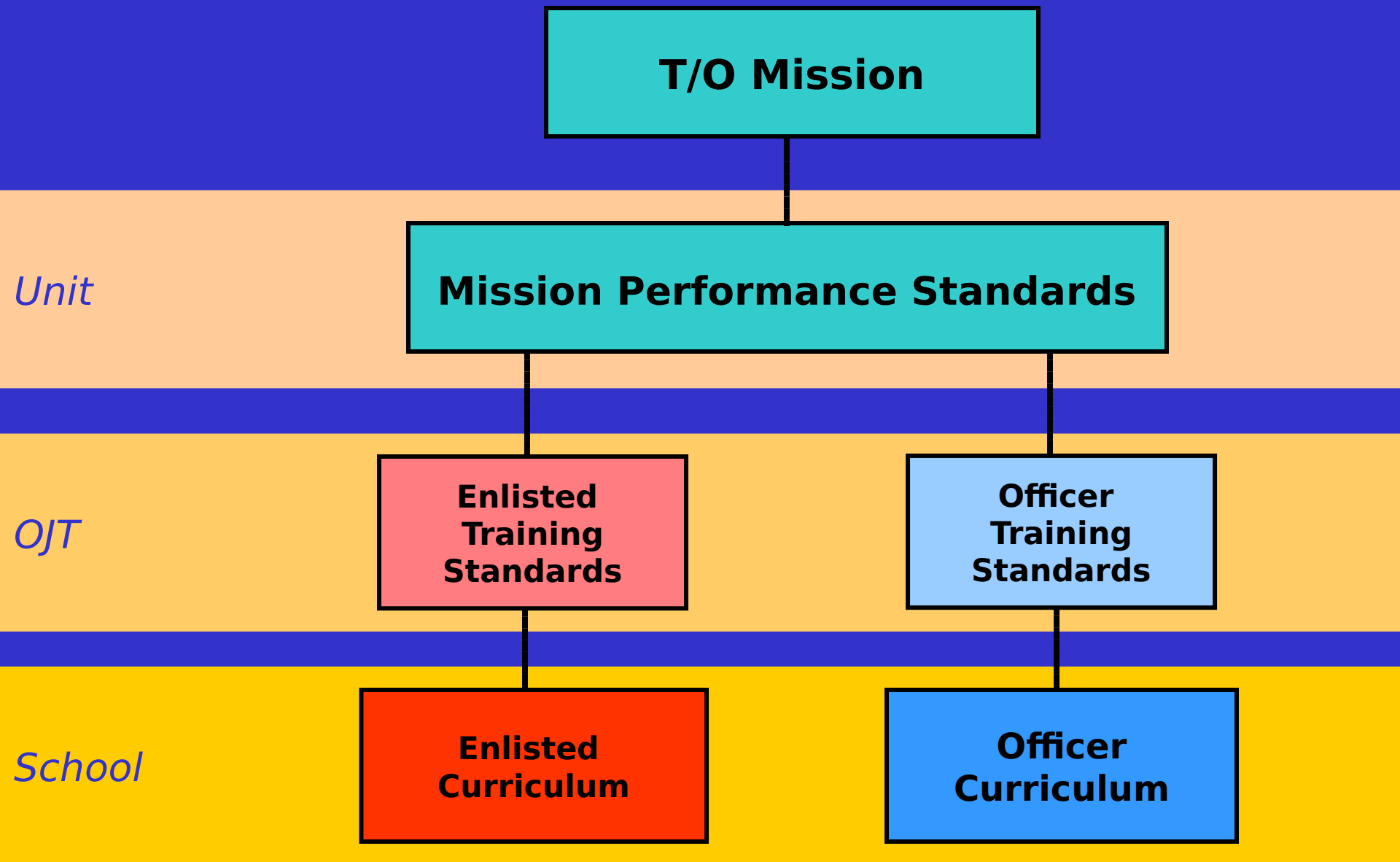
*"In no other profession are
the penalties for employing
untrained personnel so
appalling or irrevocable
as in the military."*

General Douglas MacArthur

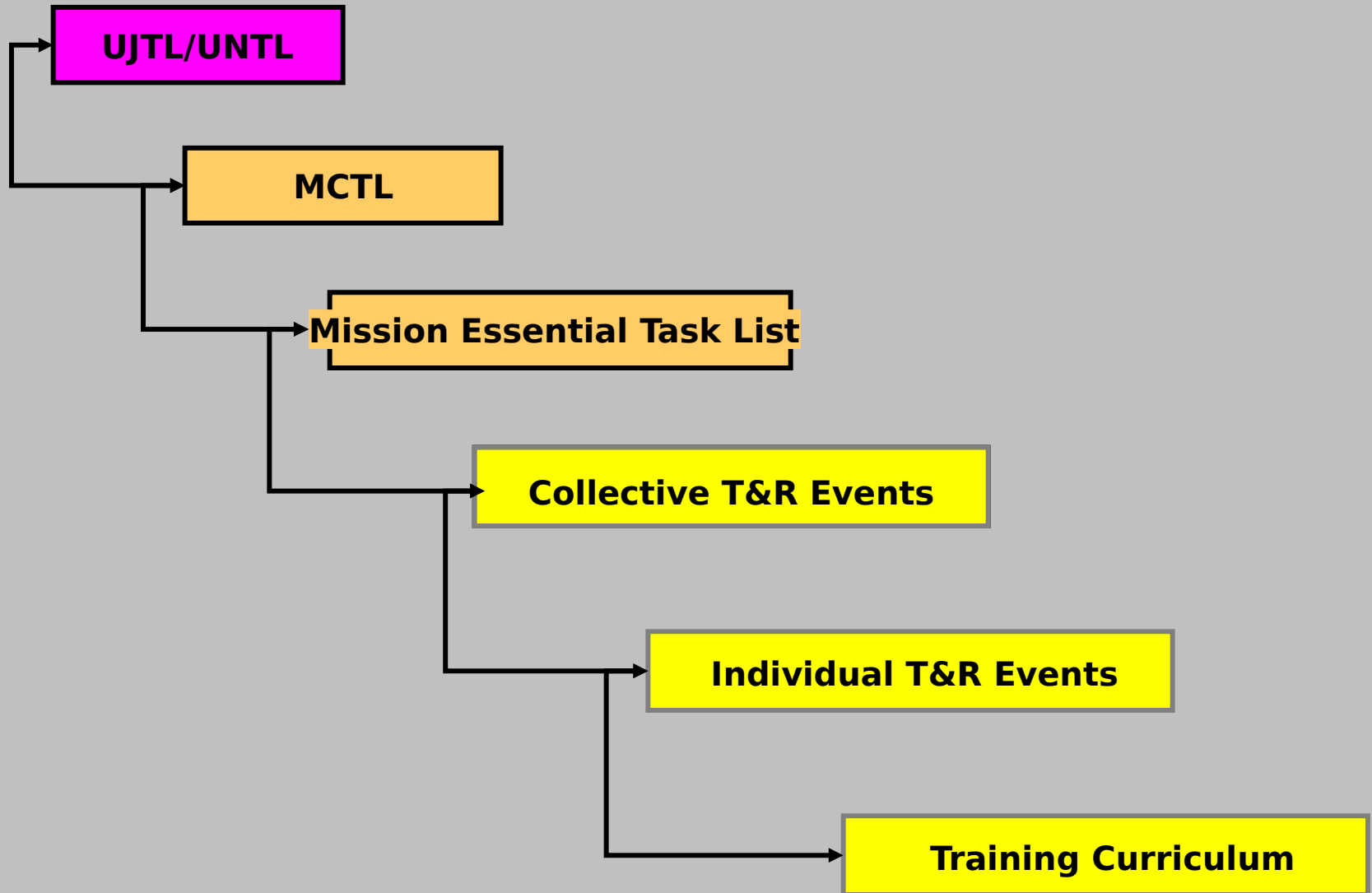
Marine Corps Training Development System



Traditional Training Development System



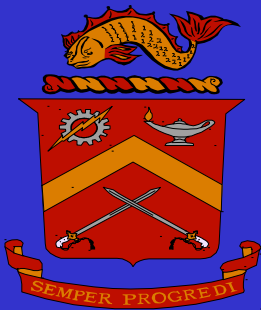
Improved Training Development



Unit

Training

Manager





Unit Training Management

The use of the Marine Corps Training Principles and Systems Approach to Training (SAT) in a manner that maximizes training results and focuses the training priorities of the unit in preparation for the conduct of its wartime mission.



The Unit Training Management Program: A Struct

UNIT TRAINING READINESS

UNIT TRAINING EVALUATION: CORE CAPABILITIES

**F
O
R
M
A
L**

**Collective Unit
Training Events**

**Collective Team/Secti
Training Events**

**Individual MOS
Training Events**

**P
M
E**

**Collective Unit
Training Events**

**Collective Team/Secti
Training Events**

**Individual MOS
Training Events**

**A
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UNIT MISSION AND METL

Marine Corps Training Principles

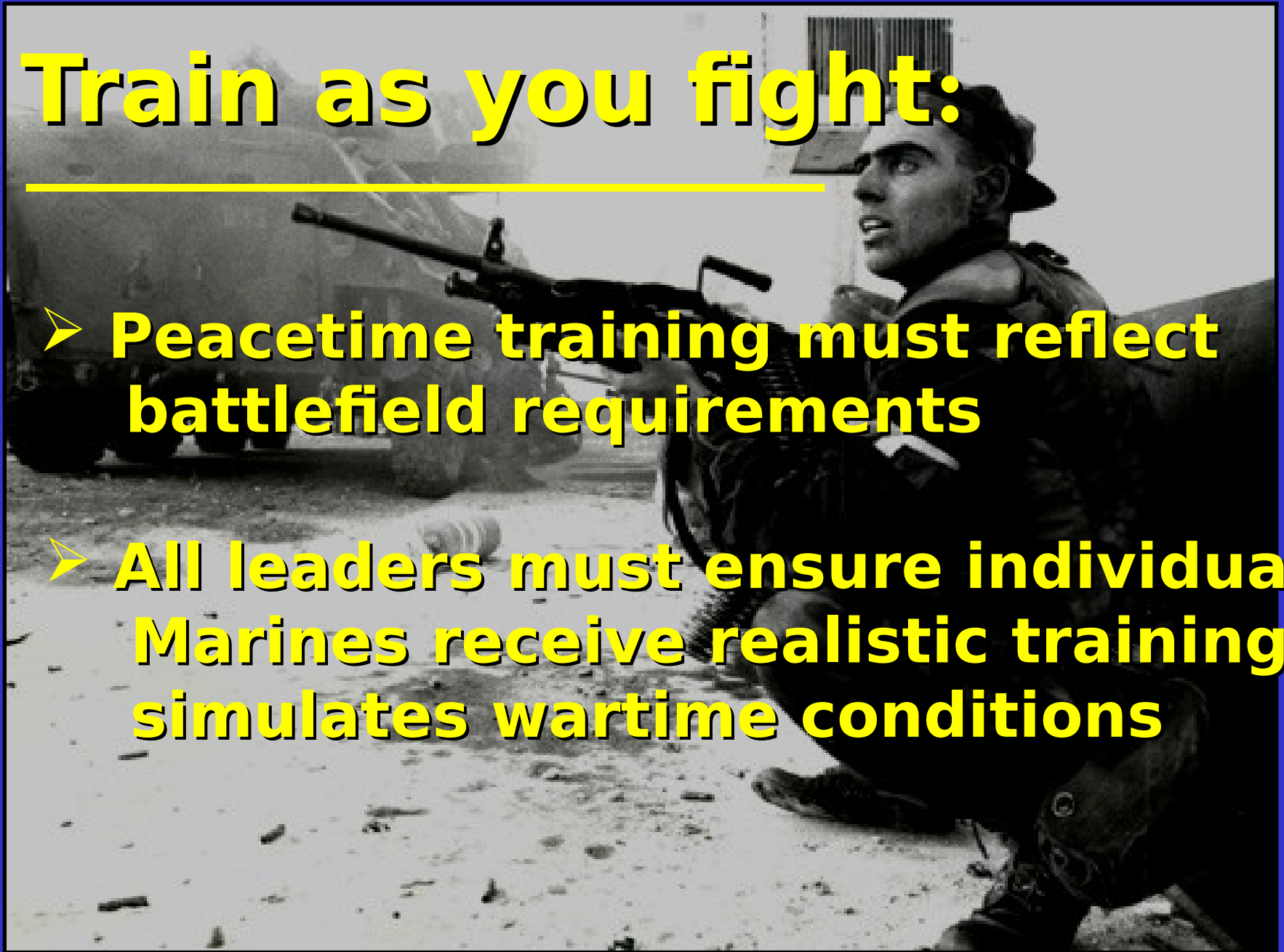


Marine Corps Training Principles

- Train as you fight
- Commanders are responsible for training
- Use standards-based training
- Use performance-based training
- Use mission-oriented training
- Train the Marine Air Ground Task Force to fight as a combined arms team
- Train to sustain proficiency
- Train to challenge

Train as you fight:

- **Peacetime training must reflect battlefield requirements**
- **All leaders must ensure individual Marines receive realistic training that simulates wartime conditions**



Commanders are responsible for training:

- **Unit training is not the responsibility of the Operations Officer (S-3)**
- **Provide clear guidance and commander's intent**
- **Must identify training objectives clearly**
- **Commander's presence and involvement demonstrate the highest priority of training**
- **Senior commanders personally train each subordinate commander**

Use standards-based training:


- **Establishes common procedures**
- **Promote uniform operational methods**
- **Aids cross-attachment, fosters flexibility**
- **Provides a measurement of performance**
- **Provides justification/validation for training resources**
- **Training and Readiness Manuals**

Use performance-oriented training

- Ensures Marines can actually do the required basic skills
- Ensures training is meaningful and not just a time-filler

Use mission-oriented training

- Training events based on commanders' assessment of possible wartime missions



Train MAGTF to fight as a combined-arm proficiency is developed when teams train ~~together regularly~~

Train to sustain proficiency:

- Train continuously-- don't focus on key events once or twice per year
- Conduct refresher training as

Train to challenge

- Builds competence and confidence
- Fosters initiative and eagerness
- Pushes past mental and physical barriers

The background of the slide is a composite image. At the top, there is a portion of the United States flag with its stars and stripes. Below this, centered, is the United States Marine Corps emblem, which features an eagle with spread wings perched atop a globe. A banner at the bottom of the emblem contains the words "UNITED STATES MARINES". The entire image is set against a solid blue background.

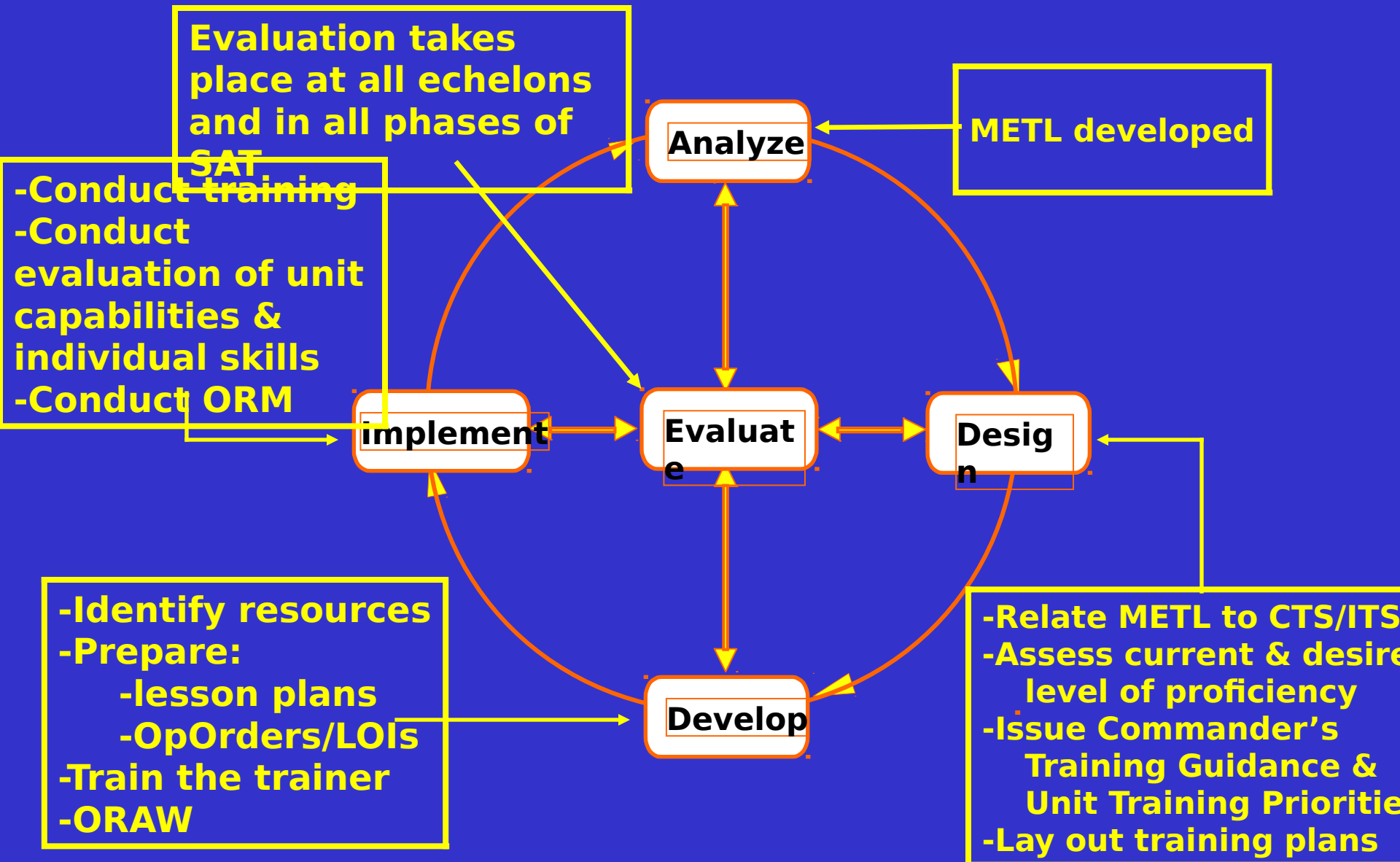
The Systems Approach to Training

SAT

Systems Approach to Training (SAT)

An orderly process for analyzing, designing, developing, implementing, and evaluating a unit's training program to ensure the unit, and the Marines of that unit acquire the knowledge and skills essential for the successful conduct of the unit's wartime missions.

The SAT process in UTM: An Overview



Analyze Phase:

Conduct Wartime Mission Analysis

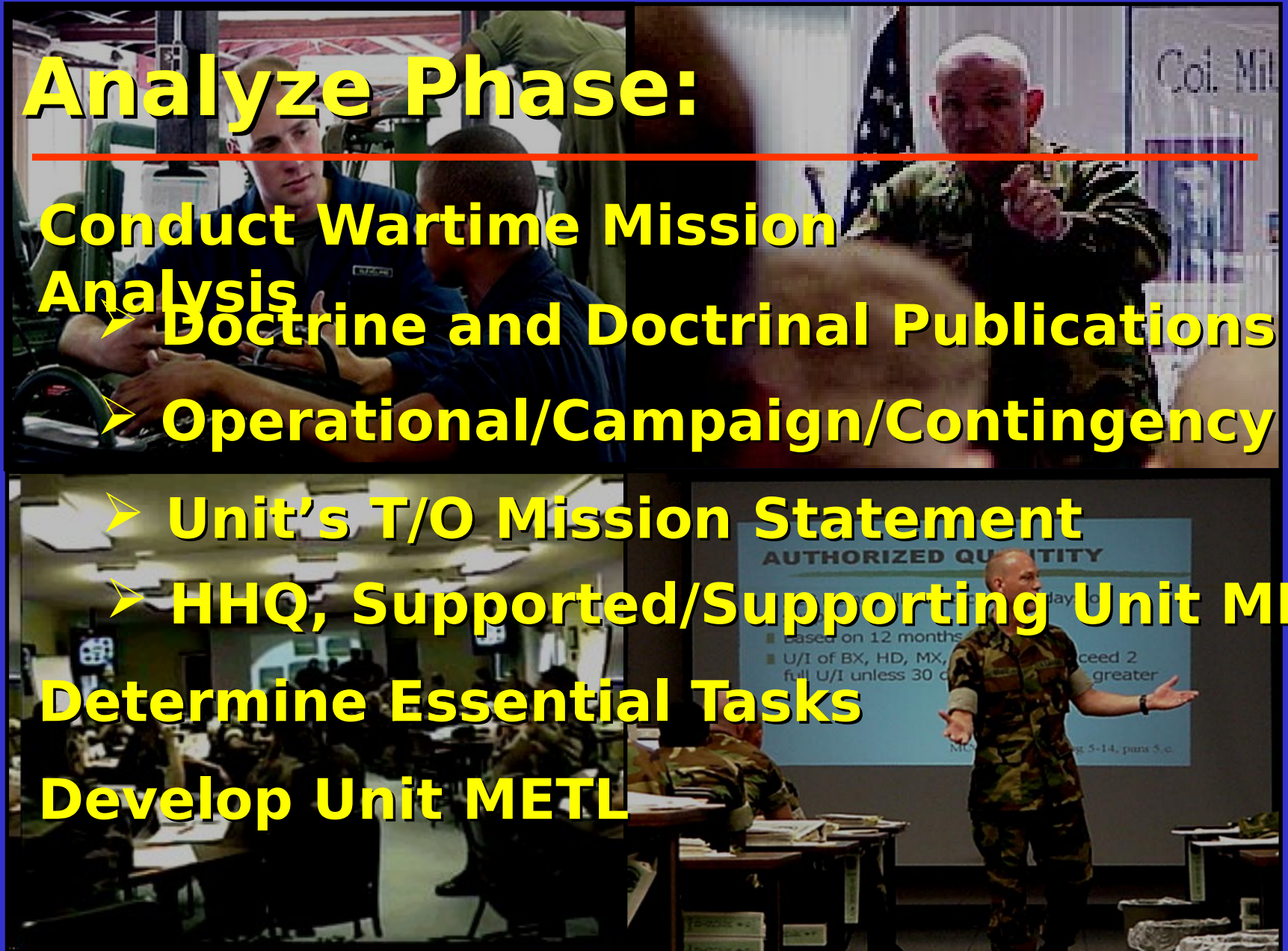
- Doctrine and Doctrinal Publications
- Operational/Campaign/Contingency Plan

➤ Unit's T/O Mission Statement

- HHQ, Supported/Supporting Unit METL

Determine Essential Tasks

Develop Unit METL



The background of the slide is a composite image. At the top, there is a portion of the United States flag with its stars and stripes. Below this, centered, is the United States Marine Corps emblem, which features an eagle with spread wings perched atop a globe. A banner at the bottom of the emblem contains the text "UNITED STATES MARINE CORPS". The entire image is set against a solid blue background.

The Mission Essential Task List

METL

Mission Essential Task List (METL)

The compilation of tasks critical to combat mission accomplishment. The METL provides the warfighting focus to a unit's training program by providing the commander with a list of tasks the unit must be able to perform.

“Units cannot achieve and sustain proficiency on every training task. The Marine Corps has neither the funds nor the time for such an endeavor. Therefore...training must focus on warfighting tasks.”

- MCRP 3-0A

METL Description

- **All units, from a Marine Expeditionary Force to individual battalions/ squadrons, prepare METL's**
- **Concentrates the unit's peacetime training efforts and resources on training to achieve proficiency in mission essential tasks.**
- **Used to design the unit's training plan and develop the resources necessary to complete the training plan.**

METL Outcomes

- **Concentrates the unit's peacetime training efforts.**
- **Reduces the total number of training tasks.**
- **Focuses the unit's efforts and resources on training for those essential tasks to achieve proficiency.**
- **Used to design the unit training plan.**
- **Used to develop the resources necessary to meet the training plan.**

METL Development

Process

- **The unit's METL is produced by reviewing:**
 - **Unit's T/O mission statement.**
 - **Unit's "community" or "like-unit" METL (where they exist).**
 - **Doctrine and doctrinal publications.**
 - **Higher headquarters' METL.**
 - **Operational and/or Contingency plans.**
 - **Other related tasks.**

METL Development

Guidelines

- **Use subordinate commanders and senior SNCOs in METL development to create a team approach to mission-oriented training.**
- **Do not prioritize METS; (by definition, all METs are equally essential to ensure mission accomplishment!)**
- **The availability of resources does not affect METL development (the METL is an unconstrained statement of the tasks required to accomplish combat missions).**

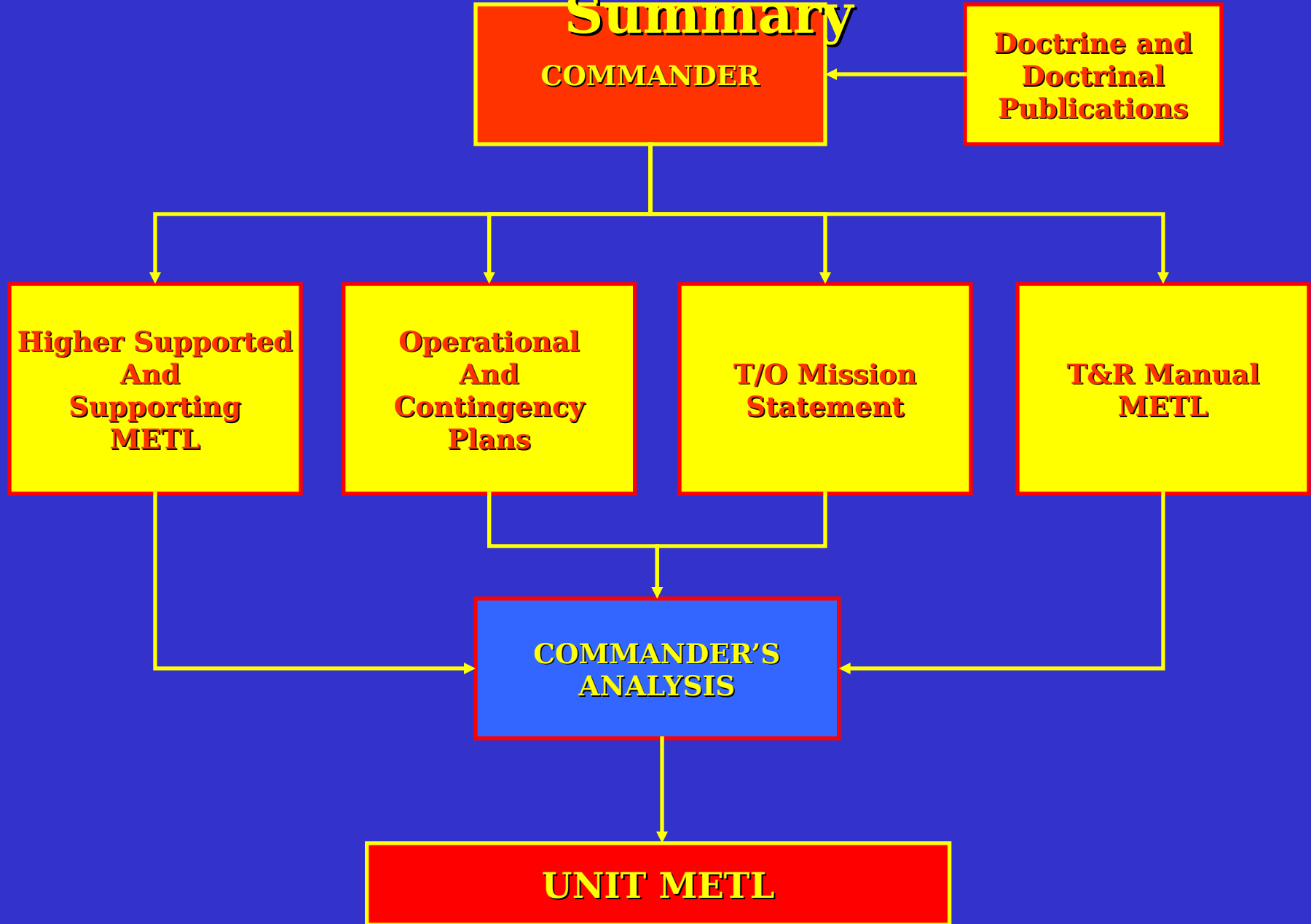
METL Development

Guidelines

- **The commander must ensure that the unit's METL supports and complements:**
 - **Higher headquarters' METL.**
 - **Subordinate units' METL**
 - **Supporting/supported units' METL**
- **Commanders may add mission, Op-plan, or environmental specific tasks to the METL (i.e. "In a desert environment...").**
- **Each unit's METL is approved by the next higher commander in the operational chain of command.**

The METL Development Process

Summary



Mission Essential Task List Example (Tank Battalion)

- **Command and Control the Battalion**
- **Conduct Battalion Offensive Operations**
- **Conduct Battalion Defensive Operations**
- **Conduct Battalion Retrograde Operations**
- **Conduct Battalion Security Operations**
- **Coordinate Fire Support**
- **Conduct Amphibious Operations**
- **Conduct Military Operations in Urbanized Terrain**

The background of the slide is a composite image. At the top, there is a portion of the United States flag with its stars and stripes. Below this, a large, stylized globe is centered, with a golden eagle superimposed on it. The eagle's wings are spread, and it appears to be holding the globe. The entire scene is set against a deep red background. At the bottom, a white banner with the words "UNITED STATES MARINE CORPS" is visible, though only "TED" and "MARI" are clearly legible on the left and right sides respectively.

ALMAR 45/02
MCO 1553.3A

**METL DEVELOPMENT
AND TRAINING
ASSESSMENT**

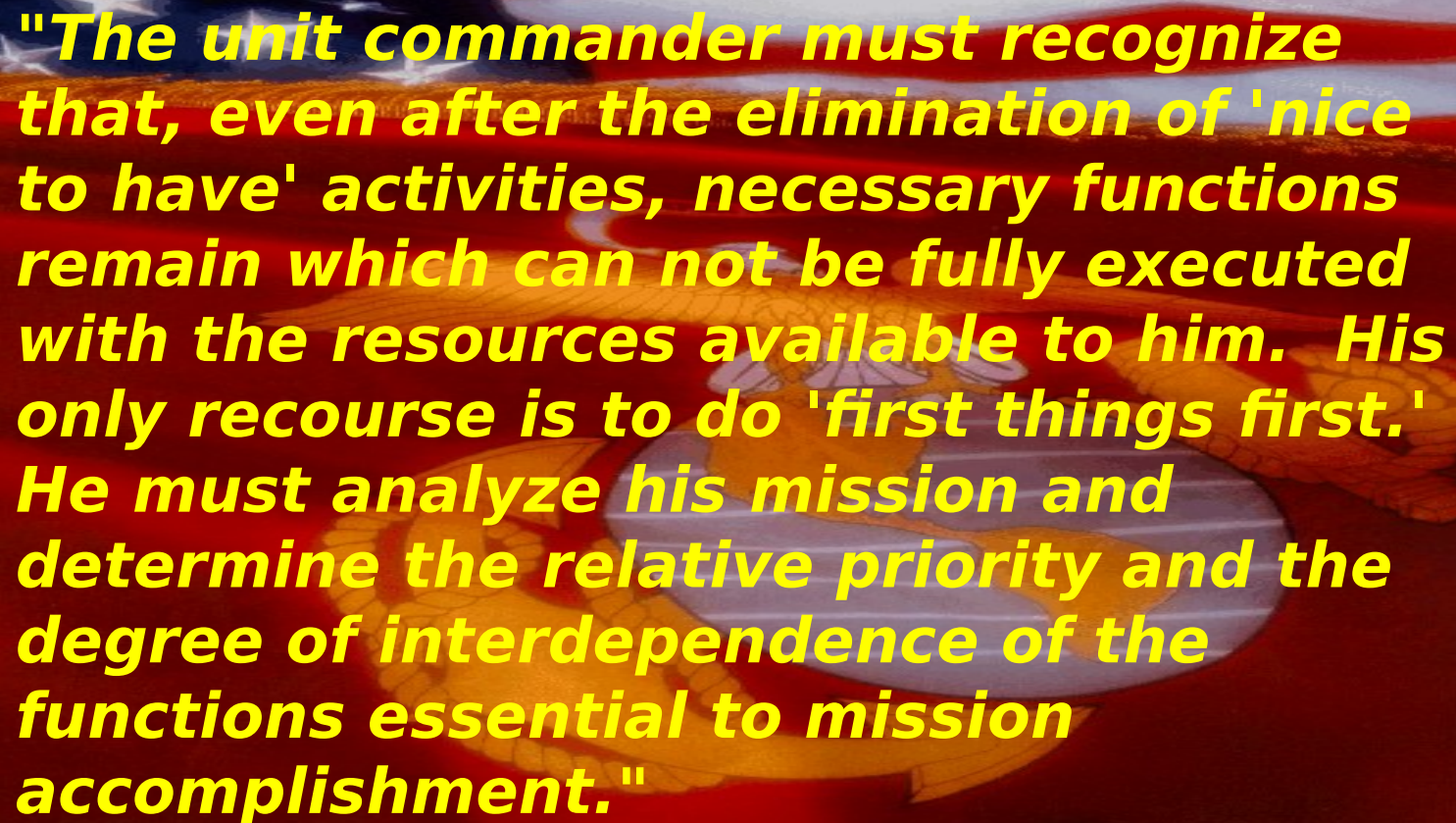
ALMAR 45/02

INTENT:

Provide the Commander with a CMC mandate to identify training requirements and to develop training plans that focus on developing skills that directly relate to the unit's combat mission.

ALMAR 45/02

- **Directs Commanders to take the following actions:**
 - ✓ **Within 45 days of assuming command, review, update, and submit the unit's Mission Essential Task List (METL) to next HHQ for approval;**
 - ✓ **Within 90 days, conduct an internal assessment of your unit's ability to execute each MET and prepare a definitive plan of attack to achieve MET proficiency;**
 - ✓ **At your discretion, conduct ongoing training assessments at appropriate points in your unit's training lifecycle.**
- **MET assessments shall be continuous.**



"The unit commander must recognize that, even after the elimination of 'nice to have' activities, necessary functions remain which can not be fully executed with the resources available to him. His only recourse is to do 'first things first.' He must analyze his mission and determine the relative priority and the degree of interdependence of the functions essential to mission accomplishment."

USA

BREAK Bruce C. Clarke,
Take 15 minutes

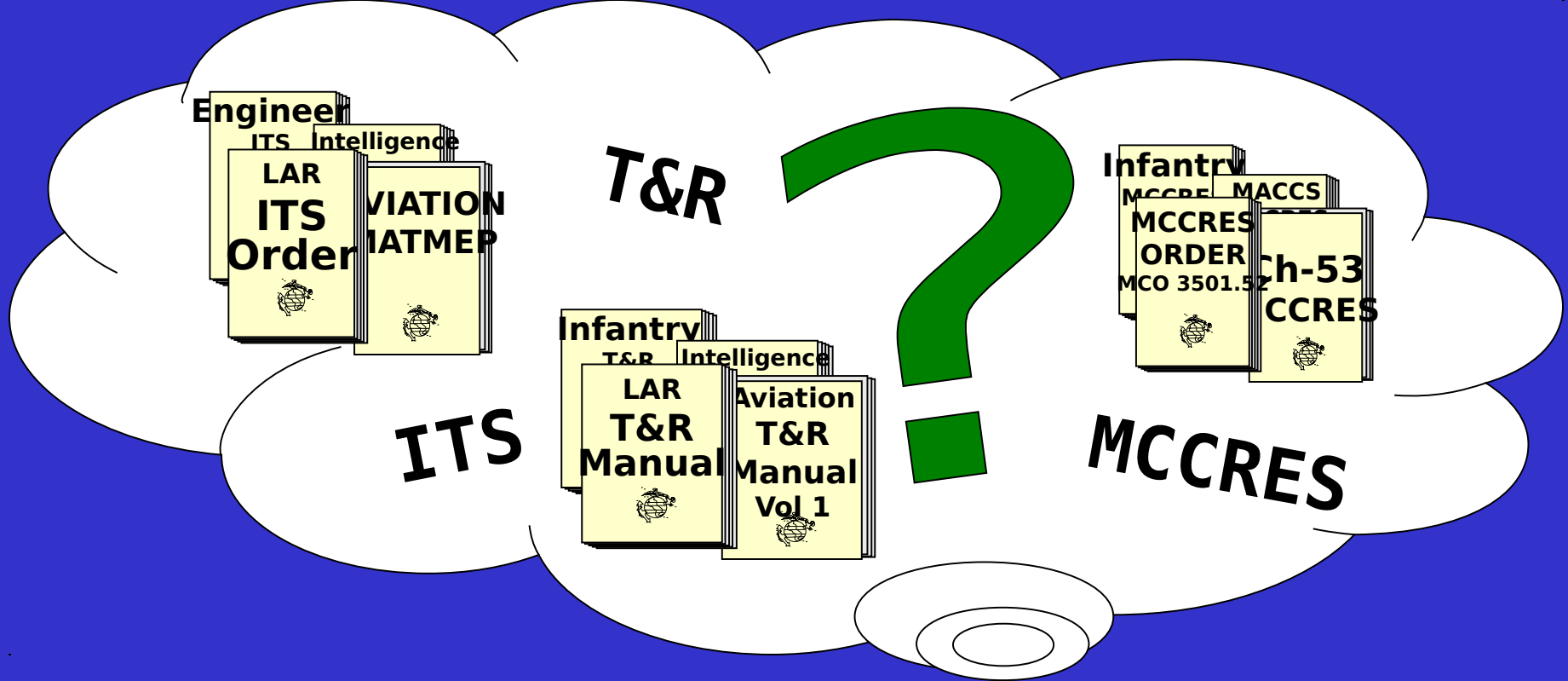
Design Phase:

- **Relate METs to Collective Training Standards**
- **List individual/collective tasks that support each MET**



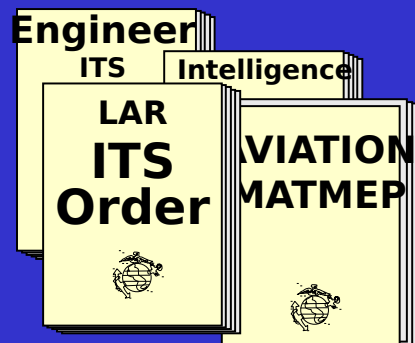
The background of the slide features a stylized American flag with red and white stripes and a blue field with white stars. Overlaid on the flag is the Marine Corps emblem, which consists of a globe with an eagle perched on top, surrounded by a wreath. A banner at the bottom of the emblem reads "UNITED STATES MARINE CORPS". The text "Marine Corps Collective and Individual Training Standards" is written in a bold, yellow, serif font with a black outline, centered over the emblem and flag.

Marine Corps Collective and Individual Training Standards

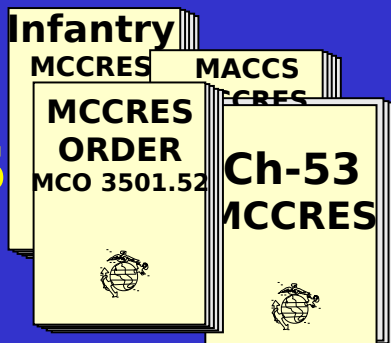


Marine Corps Training Standards

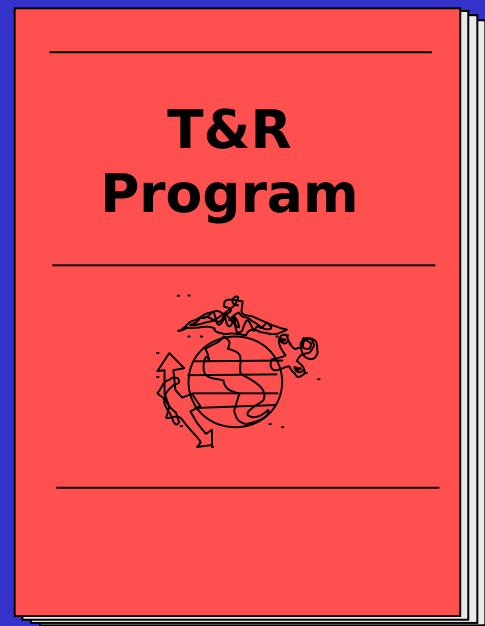
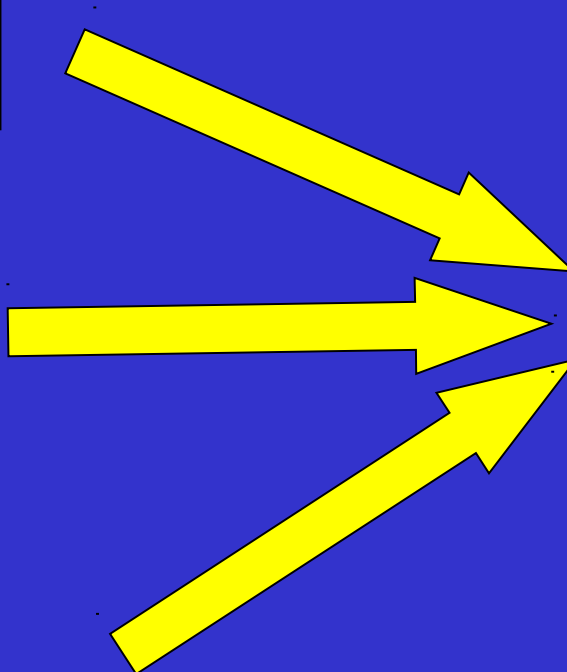
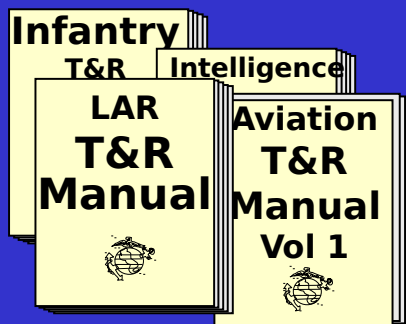
ITS



MCCRES



T&R



T&R Program Tenets

- ✓ **Building block approach to training**
- ✓ **Training events linked to expected combat missions**
- ✓ **Focus on Individual Core Skills & Unit Capabilities**
- ✓ **Organization of tasks into executable events**
- ✓ **Sustainment of training**
- ✓ **Evaluation of training readiness**

Training & Readiness

~~Manual Specifics~~

- **Developed by Subject Matter Experts from the operating forces**
- **Designated, Categorized, Progressive Events**
 - **1000 Level Events: MOS training (Formal School)**
 - **2000 Level Events: Build on 1000 level (MOJT); formal on/advanced formal schools**
 - **3000-8000 Level Events: Unit/Collective Training**
all T&R manuals have every level
- **Forms the basis in operational forces for individual and collective training standards**





Training & Readiness Manual Specifics

- Outlines the specific events that units must be able to perform in order to successfully accomplish their mission
- Provides commanders with an assessment tool for collective combat readiness of the unit
- Based on the assessment, Commanders are able to develop short, medium, and long range training plans; and to identify and allocate required resources



Event

Composition

- Unit Based

- Event Code: 4-4-4 character set
- Title
- Evaluation Coded
- Supported MET(s)
- Sustainment Interval
- Description
- Condition
- Standard
- Event Components
- Prerequisite Events
- Chained Events
- Related ITS
- Reference(s)
- Support Requirements
 - Range(s)/Training Area
 - Ordnance
 - Equipment
 - Materials
 - Other Units/Personnel
- Misc
 - Admin Instructions
 - Special Personnel Certifications
 - Equipment Operating Hours
 - Road Miles

- Community Based

- Event Code: 4-4-4 character set
- Title
- Evaluation Coded
- Supported MET(s)
- Sustainment Interval
- **Billet/Grade**
- Description
- Condition
- Standard
- Event Components
- Prerequisite Events
- Chained Events
- Related ITS
- Reference(s)
- **Distance Learning Products**
- Support Requirements
 - Range(s)/Training Area
 - Ordnance
 - Equipment
 - Materials
 - Other Units/Personnel
- Misc
 - Admin Instructions
 - Special Personnel Certifications
 - Equipment Operating Hours
 - Road Miles

Collective Event Example

0321-PAT-4106 Conduct a zone reconnaissance

Evaluation Coded: Yes **Supported MET(s):** 1 3 4 8

Sustainment Interval: 3 months

Description: The unit is required to conduct a reconnaissance of a zone. The unit is operating separately and provides own security.

Condition: Given a 1:50,000 map, navigational compass, and a mission to conduct reconnaissance within a specified time.

Standard: Complete the mission within the specified timeframe and accurately report presence/location/posture of significant troop concentrations

Event Components:

Establish an ORP

Conduct leader's recon of the objective as required

Confirm or modify planned actions on the objective from the patrol order; brief unit

Conduct actions on the objective utilizing the following methods: Fan method, converging routes method; successive sectors method

Forward gathered information to higher headquarters/supported unit

Essence

Ops & Trn

Prerequisite Events:

0321-PAT-4101 0321-PAT-4102 0321-PAT-4103

Chained Events:

0321-PAT-4103 0321-PAT-4104

Related ITS:

0321-COMM-1201 0321-SURV-1401 0321-PAT-1105

References:

MCWP 3-11.3 Scouting and Patrolling
MCWP 2-15.3 Ground Reconnaissance Operations

Ops & Trng

Support Requirements

Range/Training Area:	17410	Maneuver/Training Area, Light Forces
Ordnance:	A059	5.56MM BALL 30 per M4
	G940	GRENAD, HAND, SMOKE, GRE 1 per Event
	G945	GRENAD, HAND, SMOKE, YEL 1 per Event
Equipment:	7-ton truck for insertion	
	Overhead projector	
Aircraft:	UH-1 for extraction	
Rooms/Buildings:	Briefing/Debriefing Room	
Material:	Butcher Block Paper	
	Overhead transparencies	
	Overlay sheets	
	Batteries, Radio	
Other Units/Personnel:	Squad-sized force or larger located in training area	

Miscellaneous:

Admin Instructions: Contact or confirmation from other units is not required to determine success or failure.

Special Personnel Certifications: Range Safety Officer

Equipment Operating Hours: AN/PRC-435 24 hours

Logistics

Individual Event Example

0321-WPNS-2110 Zero the M40A3 sniper rifle. (CORE PLUS)

Condition: Given an M40A1 rifle with adjusted scope, an observer, ammunition, and any known distance target.

Standard: To ensure point of aim/point of impact is obtained once zeroed.

PERFORMANCE STEPS

1. Reference Infantry T&R Manual 8541-1-235

ADMINISTRATIVE INSTRUCTIONS

1. The 100 yard method can be used at ranges of 200 and 300 yards with main elevation knob set at 2 and 3 respectively.

REFERENCES

1. MCRP 3-15.3A M40A1 Sniper Rifle 7.62mm
2. TM 05539C-10/1 Sniper Rifle, 7.62mm, M40A1

EXTERNAL SUPPORT

1. Known distance range with appropriate targets

WEAPON AND AMMUNITION

Weapon: M40A1 7.62mm Sniper Rifle

DODIC Quantity

A171 CTG, 7.62MM, BALL, MATCH, M852 10 each

RELATED COLL:

0321-PAT-4100, 0321-PLAT-5200

Calculation of CRP

- Each T&R Manual is based upon a series of METs
- Each MET has T&R Events to guide training
- Within each MET's T&R Events are a series of "E-Coded" T&R Events
 - "E-Coded Events" are key indicators of capability, or
 - Key collective skills that contribute to the unit's ability to perform the MET
- Only E-Coded Events generate CRP
- CRP is calculated for each MET based upon completion of the E-Coded Events for that MET
- Unit CRP is calculated as the average of all MET CRPs

Calculation of CRP

- Training for MET 1 includes 6 Battalion (7000-level) Events
- Of the 6 Events, **4 are equally-weighted E-Coded Events**

- Note: Event 7130 and Event 3130 are the same Event...
a Team-level Event that enables Battalion mission capability
- Note: Event 7160 and Event 5160 are the same Event...
a Platoon-level Event that enables Battalion mission capability

A unit gains CRP for completing the E-Coded Events

$$100\% \text{ CRP} \div 4 \text{ E-Coded Events} = 25\% \text{ per Event}$$

100%

25% CRP
Event 7160

75%

25% CRP
Event 7152

Complete 3
Events for
75%

50%

25% CRP
Event 7130

A unit that has
completed two E-
Coded Events has 50%
CRP for MET 1

25%

25% CRP
Event 7110

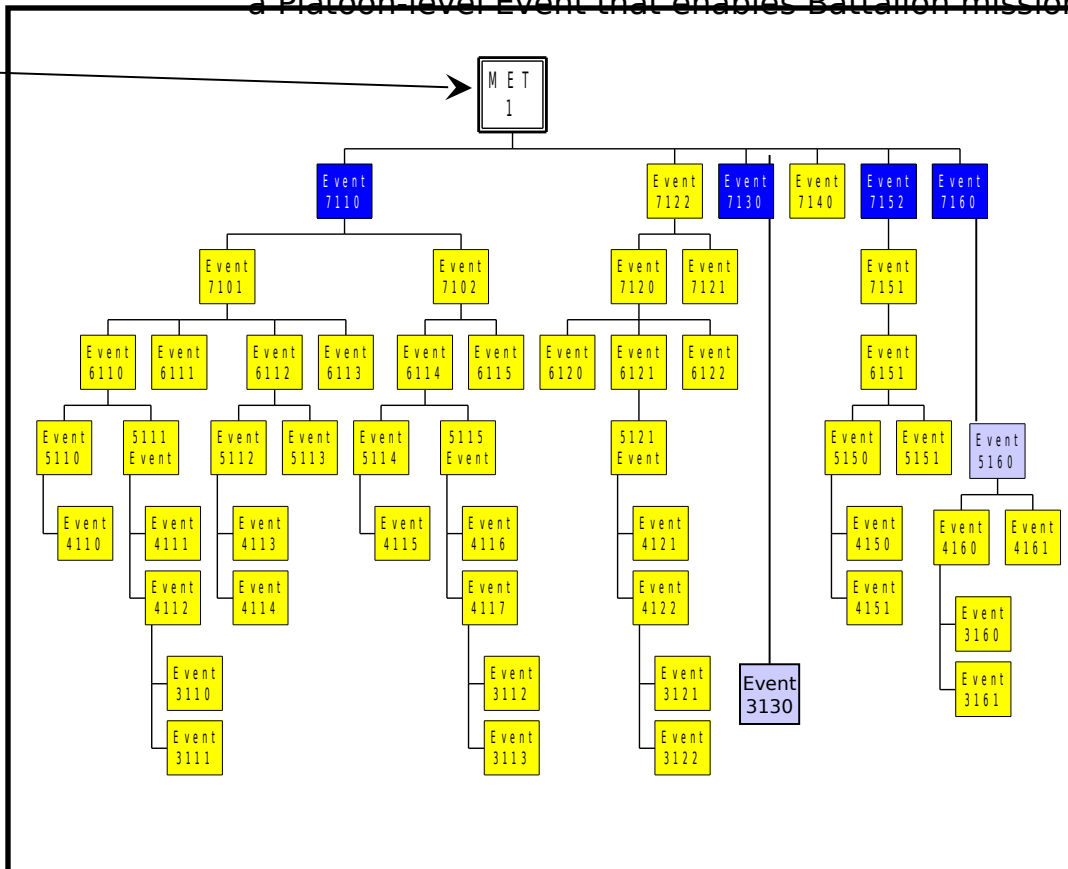
A unit that has completed
one E-Coded Event for this
MET has 25% CRP for MET
1

0%

A unit is 100% CRP for MET 1 when all 4 E-Coded Events have been trained, and maintains 100% until the Sustainment Interval for an event expires

MET 1
MET 2
MET 3
MET 4
MET 5

E-Coded
Event



Average MET CRP = Unit CRP

Example

The unit METL has 4 METs: The unit has trained as follows:

MET 1: 75% complete (3 of 4 E-coded events trained)

MET 2: 100% complete (6 of 6 E-coded events trained)

MET 3: 25% complete (1 of 4 E-coded events trained)

MET 4: 50% complete (2 of 4 E-coded events trained)

To calculate unit CRP, simply divide total MET CRP by the number of METS:

Design Phase:

- **Relate METs to Collective Training Standards**
- **List individual/collective tasks that support each MET**
- **Assess unit's current level of proficiency with the desired level of proficiency**
- **Issue Commander's Training Guidance**
 - ✓ **Establish Training Priorities**



Commander's Training

Guidance

- **Issued in the form of regulations, SOP's, memoranda, verbal guidance, or written letter of philosophy.**
- **Sets the Commander's priorities for training.**
- **Key information includes:**
 - **Training philosophy**
 - **METL and Commander's proficiency assessment**
 - **Training priorities**
 - **Major training events and associated METL**
 - **Formal training requirements**
 - **Conduct of formal evaluations and preparation of evaluators and trainers**
 - **Resource allocation**
 - **Appropriate risk level**

Establishing Training **Priorities**

- **Prioritizing training keeps the unit focused on developing combat proficiency and ensures the proper allocation of limited training resources.**
- **Priorities must be published and clearly stated.**
- **Priorities must take into account guidance from higher headquarters.**
- **Training events must be combat mission-oriented, realistic, and focused on tasks identified in the METL.**

Training Priorities (cont)

- **Training that is critical to mission accomplishment and the welfare of individual Marines receives top priority.**
 - **Mission Oriented Training**
 - **Formal Training: Marine specific training; basic survival**
 - **Ancillary Training: Supports individual readiness**
 - **PME Training: Lifelong study of the military profession**
- **Changes in the unit's mission will change existing priorities; therefore, review periodically to ensure validity.**

Design Phase:

- **Relate METs to Collective Training Standards**
- **List individual/collective tasks that support each MET**
- **Assess unit's current level of proficiency with the desired level of proficiency**
- **Issue Commander's Training Guidance**
- **Design appropriate long-, mid-, and short-range training plans for units and individuals**

Training Plan Development

- Planning links the unit's METL with the subsequent execution and evaluation of training
- A properly designed training plan will:
 - Maintain a consistent combat focus;
 - Coordinate between associated combat, CS, and CSS organizations;
 - Focus on real-world lead times;
 - Address future proficiency; and
 - Use resources efficiently



Types of Training Plans

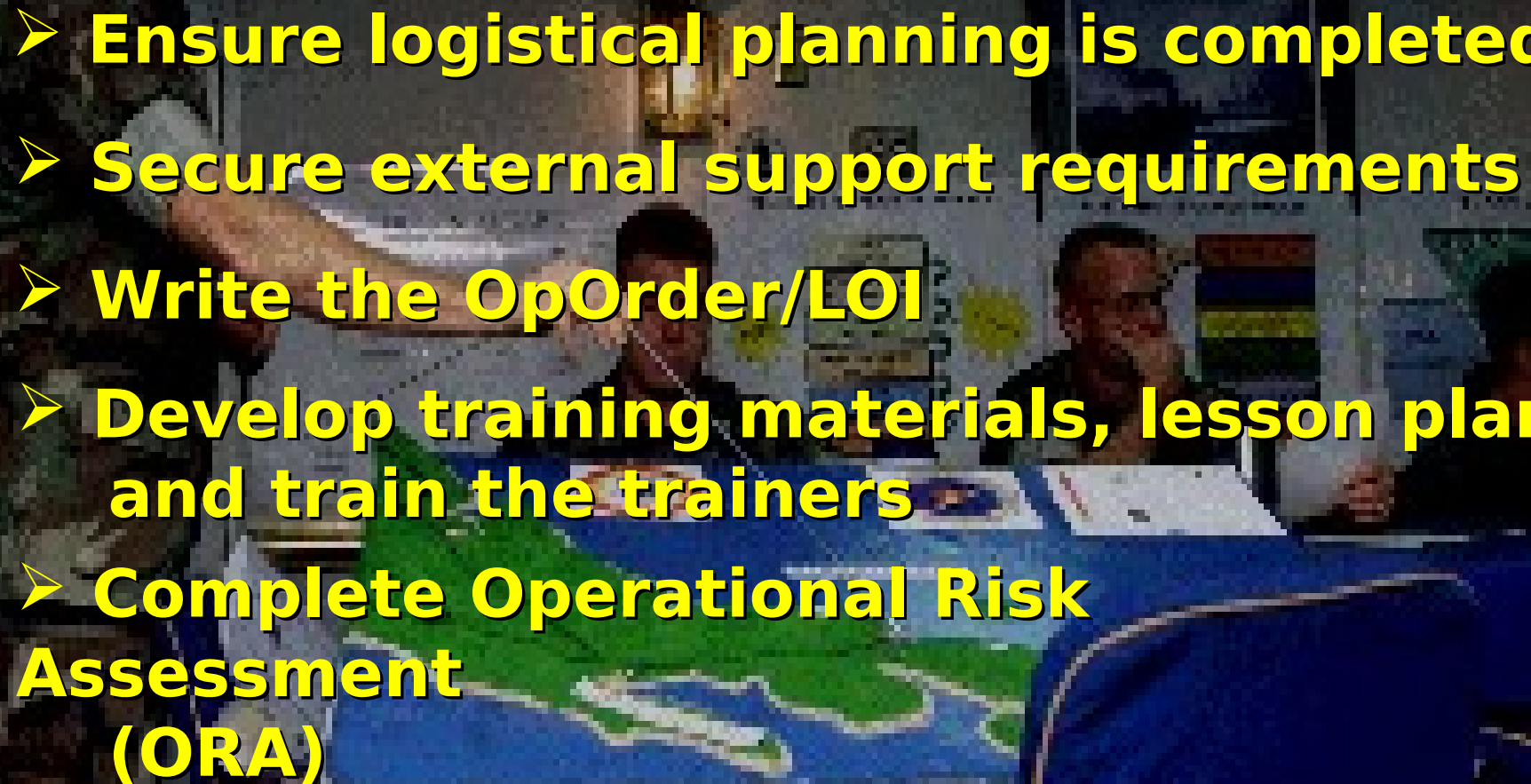
- **Long-Range**
 - Covers 12-24 months; updated annually
 - To ID missions and assign priorities
 - To develop command goals
 - To ensure resource availability
- **Mid-Range**
 - Covers 4-12 months; updated quarterly
 - To refocus and reprioritize training
 - To convert long-range plan into training events
 - To provide trainers with detailed guidance
 - To allocate and coordinate resources

Types of Training Plans (con

- **Short-Range**
 - **Covers 1-4 months; updated monthly**
 - **To define the level of detail of the mid-range plan**
 - **To link individual and collective training standards**



Develop Phase:

- **Ensure logistical planning is completed**
 - **Secure external support requirements**
 - **Write the OpOrder/LOI**
 - **Develop training materials, lesson plan and train the trainers**
 - **Complete Operational Risk Assessment (ORA)**
- 
- A man in a military uniform is standing and pointing at a map on a table. Several other people are seated around the table, looking at the map. The setting appears to be a meeting room or a command center.

Implement Phase:

- Stage personnel and resources
- Conduct the scheduled training
- Conduct evaluation of the training



Evaluate Phase:

Evaluation is a continuous process

- **COs must evaluate a variety of activities (i.e. admin, maintenance, supply, etc.) Coordinate by:**
 - **Designating specific tasks to evaluate**
 - **Determining effectiveness of current evaluations**
 - **Reducing redundancy**
 - **Ensuring command evaluations compliment unit activities**
 - **Ensuring feedback from subordinates is obtained**
- **Two types of evaluations: Informal and Formal**

Informal Evaluation

- **Takes place during all scheduled training**
- **Individuals and units should be evaluated daily as they conduct routine training or perform day-to-day missions**
- **Provides an opportunity to ensure proper techniques, tactics, and procedures have been instructed and learned**
 - **Coaching**
 - **Critiquing**

Coaching

Critiquing

- **Corrects errors on the spot**
- **Provides help when needed**
- **Focuses on critical details**
- **Prevents negative learning**
- **Provides immediate feedback**
- **Improves efficiency**
- **Identifies strengths/weaknesses**
- **Answers critical training questions**
- **Indicates any additional practice needs**
- **Encourages open discussion/group participation**
- **Improves understanding of tasks**
- **Promotes retention**

Evaluate Phase (cont):

Methods:

- Personal Observation of training
- Evaluate collective training using CTSs
- Evaluate individual training using ITSs, BST

Handbook, and/or checklists

- Conduct short notice/unannounced inspections/
evaluations

Focus: every command evaluation program must plan to

evaluate the 3 main categories of performance:

Formal Evaluation

- **Scenario-based**
- **Focus on the unit's mission essential tasks**
- **Uses collective training standards as the criteria to assess unit proficiency**
- **Planned and scheduled during the Design and Develop phases of SAT and conducted during the Implement Phase**
- **Conducted by outside agency, usually next higher unit**

Formal Evaluation

Guidance

- **The timing of formal unit evaluations is critical and should be directly related to the unit's operational deployment cycle.**
 - **After the unit has been staffed with the majority of its personnel**
 - **Has had sufficient time to train to individual and collective standards.**
 - **Allow sufficient time to correct/re-inspect identified weaknesses prior to deployment**

AFTER ACTION

“The evaluation process is only as effective as the feedback it gains and its subsequent employment towards improving training proficiency.” MCRP 3-0A

- **Conduct internal after-action reviews after ALL training events at all levels**
- **Review training deficiencies of subordinate units and individuals**
- **Reprioritize tasks in training plans based on assessment of deficiencies**

AFTER ACTION (cont)

- **CO reviews training deficiencies of subordinate units and individuals**
- **CO adjusts the training priorities and the unit's training plans**
- **Training standards (ITS and CTS) will be used as the primary evaluation tools for evaluations**
- **It is a discussion-based review designed to emphasize the positives and discover alternate, more effective courses of action**

UNIT TRAINING READINESS



Results of the Evaluation of Training

Higher Headquarters:

- **Allocates necessary resources to enable unit commanders to increase individual/unit proficiency to include:**
 - ✓ **Personnel**
 - ✓ **Training areas**
 - ✓ **Ammunition/equipment**

Unit Commander:

- **Revises unit training priorities/plans to address areas identified during the evaluation as needing improvement.**
- **Improve UTM process within unit.**
- **Feed results into the overall unit readiness picture.**
- **Request additional resources from higher headquarters.**

The background of the slide is a close-up, slightly blurred image of the United States Marine Corps flag. The top left corner shows the blue field with white stars. The rest of the image is dominated by the red and white horizontal stripes. In the center, the Marine Corps emblem is visible, featuring a globe with an eagle and a banner. The banner at the bottom of the emblem has the words 'UNITED STATES MARINE CORPS' in gold lettering. Overlaid on this background is the text 'Operational Risk Management' in a large, bold, yellow font with a black outline.

Operational Risk Management

Operational Risk Management (ORM)

- **ORM is a process that enables commanders to plan for and minimize risk while still accomplishing the mission.**
- **ORM assists the commander in determining:**
 - **The balance between training realism and unnecessary risks in training;**
 - **The impact of training operations on the environment; and**
 - **The adjustment of training plans to fit the level of proficiency and experience**

ORM (cont)

- **The five-steps of the ORM process are:**
 - **Identify hazards**
 - **Assess hazards to determine risks**
 - **Develop controls and make risk decisions**
 - **Implement controls**
 - **Supervise and evaluate.**

ORM and the SAT Process

- During each phase of the SAT Process, the commander conducts ORM:
 - Analyze: Assess the degree of risk related to each METL the unit must perform
 - Design: Address the acceptable level of risk in the commander's training guidance; ORM considerations are addressed during the planning of unit training

ORM and SAT (cont)

- Develop:

- All training events will have an ORA worksheet (ORAW) that outlines the overall risk of injury, loss of life, or significant damage to equipment
- Commanders ensure that controls are integrated into SOP's, LOI's, written and verbal orders, mission briefings, and staff estimates
- Operational Risk Assessment (ORA) will be conducted during the planning of each training event.

ORM and SAT (cont)

- **Implement:**
 - **Commanders must ensure proper safety controls are in place to minimize the risk of injury or loss of life**
 - **Commanders must supervise, continuously assess risks and ensure controls are adhered to**
- **Evaluate:** **After a training event is completed, commanders evaluate how well the risk management process was executed and the effectiveness of each control in reducing or removing risk; adjust as required**

The background of the slide features the official Seal of the United States Marine Corps. It is a circular emblem with a central globe showing the Western Hemisphere. A golden eagle with wings spread is perched atop the globe. A scroll at the bottom of the seal contains the text "UNITED STATES MARINE CORPS". The entire seal is set against a background of the American flag's stars and stripes, which are rendered in a stylized, slightly blurred manner. The text "UTM Resources" is overlaid in the center of the seal.

UTM Resources

UTM Resources

- **Publications**
 - **MCO 1553.3A, Unit Training Management**
 - **MCRP 3-0A, Unit Training Management Guide**
 - **MCRP 3-0B, How To Conduct Training**
 - **ALMAR 45/02, Training Assessment**
- **UTM Distance Learning Product**
- **UTM Website: www.tecom.usmc.mil/utm**



What's New?

UTM Overview

UTM Publications

Annual Training

METL

Training Plans

ORM Resources

9602 Program

College Credit

External Links

MCO 1553.3A Signed - Link via "Contents"



*"In no other profession are the penalties for
employing untrained personnel so appalling or
irrevocable as in the
military."*

General Douglas
MacArthur

Our Mission

To provide commanders at all levels with the knowledge and resources they need to develop and execute efficient, effective, combat-focused training plans.

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UNIT TRAINING MANAGEMENT OVERVIEW



***"Training is the key to combat effectiveness
and therefore is the focus of effort of a
peacetime military."***

MCDP 1, Warfighting

- [What is Unit Training Management](#)
- [Marine Corps' Training Philosophy](#)
- [Marine Corps Training Principles](#)
- [Systems Approach to Training](#)
- [Five Phases of SAT](#)
- [Unit Training Management Brief w/ speaker notes](#) (left click to view; right click to download)



Annual Training

This page provides links to all of the information needed to conduct annual training. Each subject includes lesson plans, PowerPoint presentations and references.

[Marine Corps Common Skills Training \(MCCS\)](#)

[Battle Skills Testing](#)

[Warfighting](#)

[U.S. Marine Reading Program](#)

[Physical Fitness Training](#)

[Alcohol and Substance Abuse Prevention and Control](#)

[Leadership Training](#)

[Troop Information Program](#)

[Combat Water Survival Training](#)

[Weapons Qualification](#)

[NBC Defense Training](#)

[Privacy Act](#)

[Code of Conduct Training](#)

[Driver Improvement Course](#)

[MC Health Promotion Program](#)

[Sex Education and Family Planning](#)

[Hazing & Sexual Harassment](#)

[Other Training References](#)

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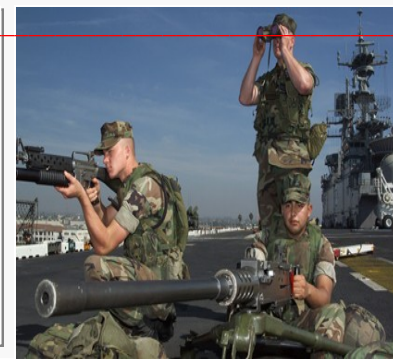


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Mission Essential Task List (METL)



Development

"The unit commander must recognize that, even after the elimination of 'nice to have' activities, necessary functions remain which can not be fully executed with the resources available to him. His only recourse is to do 'first thing first.' He must analyze his mission and determine the relative priority and the degree of interdependence of functions essential to mission accomplishment."

-- Gen. Bruce C.

Clarke, USA

- [Overview](#)
- [Commander's Analysis](#)
- [Command Element Unit METL \(Examples\)](#)
- [Ground Combat Element Unit METL \(Examples\)](#)
- [Combat Service Support Element Unit METL \(Examples\)](#)
- [Aviation Combat Element Unit METL Official/Approved](#)

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Training Plan Design



- [Overview](#)
- [Design Phase of SAT](#)
- [Training Plan Benefits](#)
- [Types of Training Plans](#)
- [Sample Long-Range Training Plan](#)
- [Sample Unit METL](#)
- [Sample Mid-Range \(Annual\)](#)

[Training Plan](#)OVERVIEW

Planning links the organizational [METL](#) with the subsequent execution and evaluation of training. Planning is a relatively centralized process in that the commander, the staff, subordinate commanders, and experienced SNCOs



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External Training Links



- [USMC FORMAL SCHOOLS/TRAINING DETACHMENTS/TRAINING PROGRAMS](#)
- [USMC OPERATING FORCE UNITS/ SUPPORTING ESTABLISHMENT](#)
- [OTHER SERVICES TRAINING AND DOCTRINE](#)

USMC

FORMAL SCHOOLS/TRAINING DETACHMENTS



Training and Education
Command



Marine Corps Combat
Service Support Schools



Training Command



Marine Corps Personnel
Administration School

TRAINING PROGRAMS

GTB POCs (DSN 278)

LtCol Joe Daas:
x2551

GTB Branch Head

Major Steve Robbins:
x3027

TME Section Head

Major Peter J. Shelby:
x2494

UTM/T&R Policy

Capt Jeff Harrington:
x3029

Formal School Policy

Mr. Bill Sanderson:
x3028

MCAIMS & T&R

Management System

LtCol Gregg Lyon:
Head x2203

MAGTF

Section

The background of the slide is a stylized, artistic representation of the United States Marine Corps seal. It features a golden eagle with wings spread, perched atop a globe. The eagle is set against a backdrop of the American flag's stars and stripes, which are rendered in a painterly, textured style. A white banner at the bottom of the seal contains the words "UNITED STATES MARINE CORPS" in red, with "UNITED" on the left, "STATES" in the center, and "MARINE" on the right. The word "CORPS" is partially obscured by the word "MARI" on the right.

QUESTIONS?